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MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : DD/M&S Control of M&S Positions and Personnel
REFERENCE : Memo from MSAG dated 15 October 1973, same subject

1. I have reviewed MSAG's recommendation in referent memorandum and do not agree with their proposal. In order to permit the orderly use of manpower resources within the Directorates, the Deputies should maintain support positions and people on their Tables of Organization as well as operational positions and personnel.

2. Our present system works reasonably well and the advantages outweigh any advantages which would result from the change MSAG has recommended. Our present system should be retained for the following reasons:

a. DD/M&S supports other Directorates in their implementation of programs established to fulfill Agency missions and objectives. The Directorates should have authority to decide what support is needed, based upon their current and future requirements. They are also in the best position to relate program, budgetary and staffing considerations in planning and deciding upon the best use of limited human resources.

b. Overseas stations are operated to fulfill objectives which are mainly the responsibility of the DDO. Therefore, DDO basically should decide which personnel will remain when outside restrictions such as OPRED are imposed (subject to coordination with other officials concerned).

c. Total budgeting for M&S personnel is easier if done by the Directorates or components where the services are performed. The components are concerned with housing costs, special allowances, premium pay, etc. in amounts peculiar to them. DD/M&S would have to budget on an Agency-wide basis and the process would be more complicated.

d. M&S careerists are apt to be more responsive to component desires if the component has authority over them. The work team concept, involving both operations and support personnel, can be most effectively accomplished if support personnel are under the direct command of the offices and assigned to their T/Os.

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e. Coordination between operating components and DDM&S offices now occurs when changes are made in support positions and when support personnel are transferred to and from components. This would continue to happen if Agency-wide T/Os were set up in the DDM&S offices but any basic change in the present T/O system would probably cause general suspicion and resistance from the Directorates and components.

f. If changes in slots with M&S Designations are desired by components, e.g., points needed for an upgrading, they are easier to effect if the components have T/O control over all slots in its area.

g. Under the MSAG recommendation, the Directorates and components would not have to choose the best mix of operational and support personnel within their own ceiling. This situation could increase the pressure for additional support personnel as individual requests arose in Headquarters and the field. Another circumstance that might develop could be the increased assignment of support duties to operational personnel.

h. In the process of converting support positions to Agency-wide T/Os in the DD/M&S offices, the Directorates and components could demand the retention of positions on their T/Os that are essentially support jobs and should be filled by M&S personnel.

3. It should be noted that the responsibility of DD/M&S offices to manage the use and development of their careerists would be more easily met if these offices had T/O control over all of their people, wherever assigned. MSAG points out a number of these advantages.

STATINTL

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Director of Personnel